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INTERchange

MDT Special Edition: Strategic Plan Update

July 1992

## Director's Column

The results of the strategic plan survey are in and we heard you loud and clear! As I said last month in this column, the results in some areas were disappointing. But the difficult and time-consuming first phase of the process is complete now. It feels good to have that first step behind us and to be moving ahead.

The way I see it, the most important steps come next—first, a "hands on" review of the department by people at every level of the organization to pin down exactly what needs to be done to make the improvements outlined in the Strategic Initiatives. And then, a plan with specific commitment to "get with it"—to put the results of all this talk into action.

With this special edition of the *Interchange* we hope to bring you up to date on the results and describe the important steps that come next. Several important issues are covered:

- a summary of the results—our "findings";
- a new mission statement and goals for the department—the result of many, many hours of research, hard work and at times heated debate;
- details about what comes next;
- the detailed results of the employee survey;
- our plan to address the important issues raised in the employee survey, to involve everyone in the review process and set the department on a new course for the near and long-term future.

*See* **DIRECTOR** *on page 6*

# Employee Survey Responses

Nearly 50% of department personnel—950 employees—responded to the survey that was part of Phase I of the strategic planning process. Responses came from employees in all divisions, all districts, in many different types of jobs. New hands responded as well as long-time employees. While some responses differed by division, district, or job type, the similarities were much more striking. You clearly had a lot to say.

- "*Safety*" and "*building and maintaining a statewide transportation system*" were listed as the top priorities.
- It was strongly indicated that MDT should not play the roles of "transportation operator" and "local road maintainer."
- MDT was given an overall performance grade of *C*—average. The most important performance criteria included the physical condition of the roads, speedy snow removal, and the number of accidents and related deaths.
- Employees said MDT had a lot of room for improvement—especially in providing higher quality services more efficiently to the public.
- Employees said in many ways the work environment is not as supportive as it should be, and that teamwork, communications, and morale are all suffering.
- Employees were clearly unsatisfied with many important aspects of jobs and career development, including pay, training, performance reviews, and advancement opportunities.
- Employees were disappointed by the performance and priorities of immediate supervisors and MDT executive management, and are not confident they can believe them.
- Employees were very committed to helping MDT provide higher quality services, with 90 percent willing to do whatever it takes to help make MDT successful, and nearly half hoping to work here until retirement.

According to members of the Steering Committee, the issues raised through your survey responses are very important. Resolving them and improving overall effectiveness and efficiency is critical to our future success, they said.

*The issues raised through your survey responses are very important. Resolving them and improving our overall effectiveness and efficiency is critical to our future success.*

***—Steering Committee***

Starting on page 8 of this issue, employee responses to every question are shown as percentages. If you'd like to review a more detailed breakdown of the results by division, district, or job type, ask your district engineer or division administrator for a binder of the detailed survey results.

To ensure confidentiality, the consultant will not release completed individual survey forms to any MDT employee or manager at any time. Only results for subgroups of employees (divisions, districts, etc.) with at least ten respondents are being provided.

# Phase II Overview

While Phase I of the plan was setting a "direction/vision" for the department, Phase II is the development of an "Action Plan." (See Strategic Plan Overview chart below.)

The Steering Committee has taken the first step toward implementing the mission and goals by developing seven *Strategic Initiatives*. They're numbered for convenience, but there is no intent to imply priority. Each of the goals is supported by one or more of these initiatives.

## Strategic Initiatives:

1. Emphasize service orientation in every level of the organization;
2. Develop environmentally sensitive design, construction and maintenance practices;
3. Improve organizational effectiveness, efficiency and overall work environment, including attracting, developing and retaining the best employees;
4. Establish and enhance safety programs in all aspects of transportation and the work environment;
5. Identify ways to use emerging technology effectively;
6. Actively gather input from and communicate with the public and constituent groups;
7. Preserve and improve the existing transportation system, including public and private facilities.

Our next tasks, which will be accomplished through the organization on the chart on the facing page, are to develop objectives and tactics that support the strategic initiatives.

The Steering Committee envisions a two-part process where each division develops objectives and tactics that focus on strategic initiatives # 1, 2, 4, 5, 6, and 7; and employee teams concentrate on specific actions that can be taken to improve the work environment by focusing on strategic initiative #3.

While it's important to understand what's happened to date with the plan, Phase II action will center in the work units and with the employee teams.

# Strategic Plan Overview

## Phase I: Direction/Vision

**Mission**

*A broad description of why the organization exists and its overall purpose*

**Goals**

*Broad statement of what the organization hopes to achieve or how the mission will be accomplished*

- *Goal A*
- *Goal B*
- *Goal C*
- *Goal D*
- *Goal E*

## Phase II: Action Plan

**Strategic Initiatives**

*Major actions for attaining goals and resolving key issues*

**Objectives**

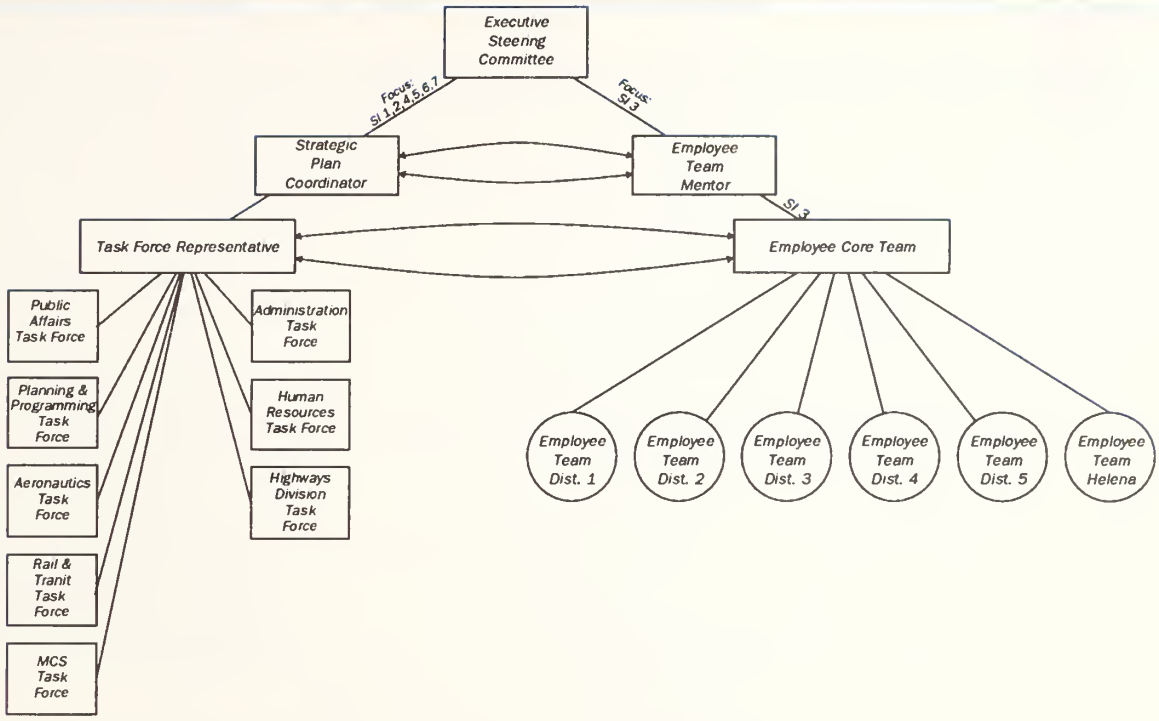
*Specific, quantifiable targets for what will be accomplished by each strategic initiative*

**Tactics**

*Action steps for how each objective will be achieved*

- *Strategic Initiative 1*
- *Strategic Initiative 2*
- *Strategic Initiative 3*
- *Strategic Initiative 4*
  - *Objective A*
  - *Objective B*
  - *Objective C*
    - *Tactic A*
    - *Tactic B*
    - *Tactic C*
    - *Tactic D*
- *Strategic Initiative 5*
- *Strategic Initiative 6*
- *Strategic Initiative 7*

# Phase II Action Plan Organizational Chart




# Addressing Internal Issues

The Steering Committee reviewed and discussed the in-house survey results at length. These discussions resulted in the committee's decision to not only communicate back the survey results as earlier committed to, but to also begin a "bottom-up" employee driven process that's intended to improve the department's work environment.

While employee morale is certainly an issue that emerged, the in-house survey also pointed out that most of you (76%) felt that the department's organizational efficiency and effectiveness could be improved.

And, the department and state will clearly benefit if we can tap our human resources and realize improvement in our organization. Since nearly everyone (90%) said they're willing to do what it takes to make the MDT succeed, the Steering Committee has confidence that the objectives and tactics developed by the employee teams will be feasible and beneficial.

As indicated in the Phase II Overview, division-based task forces will be focused on developing objectives and tactics for the other strategic initiatives, while employee teams will concentrate on strategic initiative #3: "*Improve organizational effectiveness, efficiency and overall work environment including attracting, developing and retaining the best employees.*"

The survey results suggested that the employee teams may choose to focus on organizational issues, communication/credibility, pay issues and personnel issues including promotion, selections, discipline and recognition. But the employee teams will be encouraged to define, prioritize and concentrate on any issue they feel is relevant to strategic initiative #3.

These teams' assignment is to identify "root causes" for the issues raised in the survey and develop feasible, analytically-based recommendations to improve the MDT's working environment.

As with the tactics and objectives for the entire plan, the Steering Committee expects these recommendations to identify what's to be done, when and by what work group or position.

As shown in the Phase II Action Plan Organizational Chart (on this page), an employee team will be based in each district and the Helena headquarters. In the district, each function, such as construction, maintenance, motor carrier services, centralized services, engineering services and equipment must be represented. In Helena each division/office must be represented by at least one team member.

Team chairmen will structure the teams. But regardless of their organization, they have a significant challenge: developing analytically-based objectives and tactics that will move MDT closer to the goals of strategic initiative #3 by the end of September.Team chairmen for the districts and Helena are listed below:

Missoula .....Terry McDonald
Butte .....Rick Fulwiler
Great Falls .....Terry Wickman
Glendive .....Patti Zimmerman
Billings .....Joe Braunbeck
Helena .....Dick Clark

As noted above, each division should be represented by at least one team member and each work function should be represented in the field. Share your ideas and concerns. If you haven't heard from your team member yet, contact one of the employee team chairs and get connected.

**DIRECTOR,** ***from page 1***

As you look at the findings I think you'll agree there are some surprises in the data, as well as confirmations of things we already knew. Please take time to look through them.

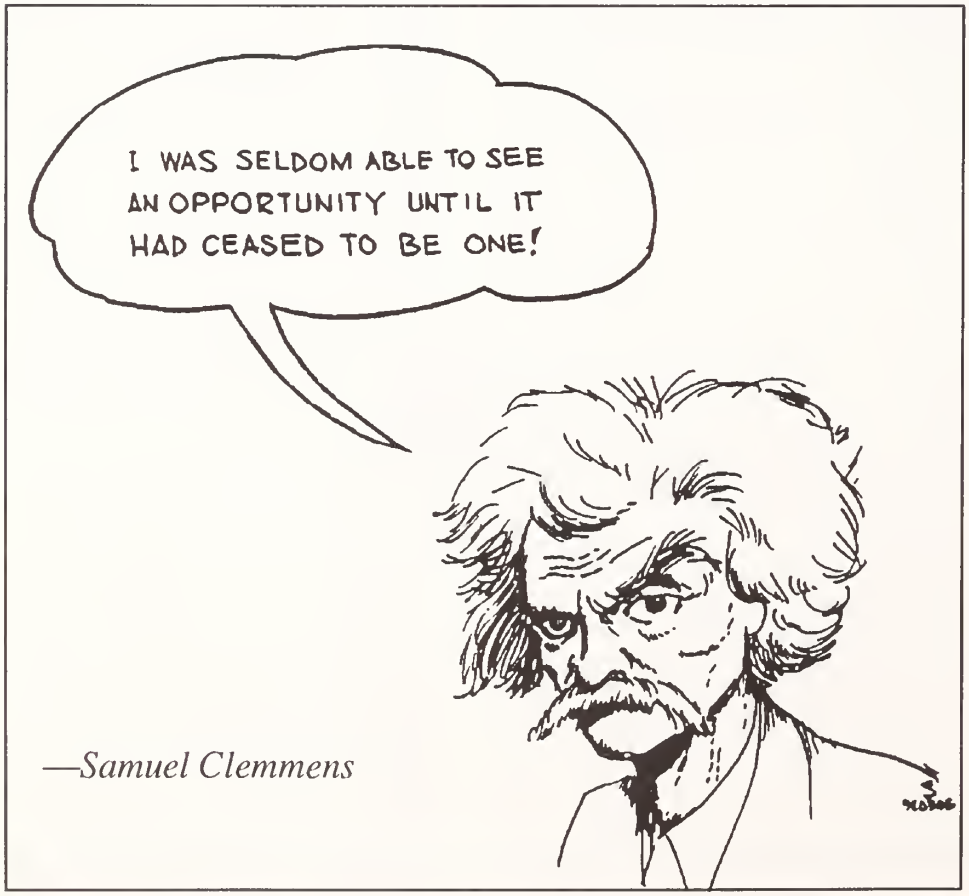
Beginning on page 4 you'll see an account of the seven initiatives we plan to undertake, as well as a description of how we hope to involve everyone in one critical initiative—improving the organization and the work environment.

Page 7 may require some studying—it's a description of what objectives and tactics are all about. Developing these objectives and tactics is really the job at hand now, so please look these details over.

The remainder of this *Interchange* is the employee survey results presented just as they appeared in the original survey. The type is small and may be a little hard to read, but we wanted to make sure everyone has the opportunity to see these results.

I hope you don't get the impression the results presented here are just John Rothwell's ideas or just the consultant's. This project was guided by an Advisory Committee—over fifty people representing a broad cross-section of our customers. The work summarized in this newsletter is the product of Sandy Straehl, Planning and Programming, Ron Mester, our very capable consultant from the firm of Towers-Perrin in San Francisco, and the people who made up the Steering Committee. They spent several days, working through lunch and in some cases long past quitting time into the evening. They're committed to making this process work, as I hope you will be.

Work is already begun to turn the results summarized here into something we'll all benefit from by involving you and your co-workers in the most important steps—the ones that follow. I appreciate your candid responses to the survey and look forward to seeing results of this project we've undertaken to build a better department and improve this great state we call home.




*—Samuel Clemmens*

## Immediate Next Steps

The attached Phase II Time Line, on page 12 describes the immediate next steps.

By the end of July, both division-based task forces and the six employee teams should be formed. Some divisions have already begun developing objectives and tactics.

To ensure that everyone clearly understands what's involved in developing objectives and tactics, five steps for each are seen on page 7.

Remember that **Objectives** are specific, quantifiable targets for what will be accomplished by each strategic initiative, and that **Tactics** are action steps for how each objective will be achieved.

## Steering Committee Roster

The Strategic Plan Steering Committee which developed Phase I of the plan is comprised of:

- Murray Ehlers, District 5 Highway Commissioner;
- Joel Fenger, Aeronautics Board Chairman;
- John Rothwell, Chairman, MDT Director;
- Steve Kologi, P.E., Deputy Director of Planning & Programming;
- George Walker, P.E., Deputy Director—Operations;
- Russ McDonald, Administrator, Human Resources;
- Dennis Unsworth, Chief, Public Affairs Bureau;
- Tom Barnard, P.E., Administrator, Highways Division;
- Dave Galt, Administrator, Motor Carrier Services Division;
- Bill Salisbury, Administrator, Administration Division;
- Patricia Saindon, Administrator, Rail & Transit Division;
- Mike Ferguson, Administrator, Aeronautics Division; and
- Ken Rapp, P.E., District Engineer—Butte.

# Objectives

- *Must support a strategic initiative*
- *Realistic and relevant*
- *Include a time frame for achievement*
- *Be measurable*

## *Steps for Developing Objectives*

1. *Identify specific, quantifiable targets for what will be accomplished in relation to one or more strategic initiatives.*
   - ❑ *Concentrate on results not actions.*
   - ❑ *i.e.: Reduce number of lost days due to injury; not increase the number of new safety programs.*
2. *Identify division's or department's performance level in relation to objective.*
   - ❑ *If current performance measures aren't available, document current situation as a base line.*
3. *Set quantifiable targets for each objective for one year and for three to five years. It should be a stretch but attainable.*
   *(Examples, **not** suggestions)*
   - ❑ *Hit the ready date for contract lettings X% of time.*
   - ❑ *Increase the number of rural communities served by inter-city bus service by X%.*
   - ❑ *Decrease the number of "blow-ups" from last minute opposition by X%.*
   - ❑ *Decrease the time it takes to get approvals on _____ by X%.*
4. *Identify accountable unit or units and identify an appropriate reporting frequency.*
   - ❑ *If more than one unit's actions will be necessary in order to achieve objective—start early coordination between Task Force Representatives.*
5. *If it's not obvious, supply a "rationale" that describes the linkage to strategic initiatives.*

# Tactics

- *"Bite-size" specific actions*
- *Clearly linked to an objective*
- *Assignable to a position or unit*
- *Measurable*
- *Feasible: resources exist or can be shifted, no significant opposition*

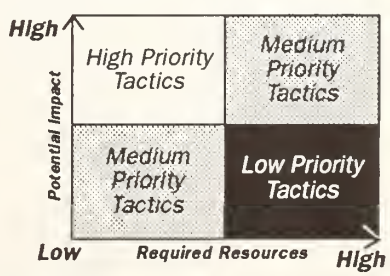
## *Steps for Developing Tactics*

1. *Develop tactics or action steps that support each objective.*
   *Example:*

   ***Obj A:*** *Assure that the maximum amount of federal-aid is available for the highway construction program.*

   ***Tactic:*** *Planning & Programming provides comprehensive information to public, constituents and lawmakers on legislative actions needed to avoid federal sanctions by December 15, 1992.*

2. *Assess the expected impact of each tactic in terms of:*
   - ❑ *likelihood of success;*
   - ❑ *how and when each tactic will achieve objective;*
   - ❑ *fall-out or impact on other objectives.*
3. *Estimate needed resources to implement (finances, staffing, other).*
4. *Prioritize tactics (high, medium, low).*




5. *Assign responsibilities and target date or cycle.*

# Employee Survey Results

## Inside the MDT

The following are results of the MDT strategic plan employee survey listed by percentage.

### Overview

| | Don't Know/Rather Not Say | Very Dissatisfied | Dissatisfied | Neither Satisfied Nor Dissatisfied | Satisfied | Very Satisfied |
|---|---|---|---|---|---|---|
| 1. Considering everything, how would you rate your overall satisfaction with the MDT at the present time? | 2 | 22 | 29 | 31 | 16 | |

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 2. I clearly understand the reasons for the July 1991 reorganization into a Department of Transportation. | 8 | 32 | 24 | 23 | 13 | |
| 3. I'm proud to say that I work for the MDT. | 16 | 32 | 25 | 13 | 14 | |
| 4. Our customers/stakeholders have a good perception of: | | | | | | |
| a. The MDT as a whole | 1 | 14 | 26 | 35 | 24 | |
| b. My division | 5 | 22 | 26 | 27 | 20 | |
| 5. The organization into an MDT has affected the way I do my job. | 9 | 20 | 22 | 24 | 25 | |
| 6. My division is treated fairly within the context of the new MDT (adequate funding, listened to, etc.) | 3 | 30 | 21 | 20 | 26 | |

| | Don't Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 7. How would you rate the MDT in terms of the quality of its: | | | | | | |
| a. Employees | 13 | 42 | 34 | 8 | 3 | |
| b. Products/services | 6 | 38 | 46 | 8 | 2 | |
| c. Responsiveness to customer needs | 8 | 38 | 40 | 11 | 3 | |
| d. Overall customer service | 7 | 39 | 42 | 10 | 2 | |
| e. Service to the community | 9 | 38 | 41 | 9 | 3 | |

| | Don't Know/Too New to Evaluate | It's Not as Good Now | It's About the Same | It's Better Now |
|---|---|---|---|---|
| 8. How would you rate your place of work now compared to 2 years ago? (answer only if you've worked for a current MDT division for at least 2 years) | 11 | 45 | 44 | |

### Management Practices

***(Important: "Executive Management" refers to the Director, Deputy Directors, and Division Administrators.)***

| | Don't Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 9. From what you can tell, how would you rate executive management in terms of the following? | | | | | | |
| a. Trusting MDT employees to do their jobs | 5 | 25 | 34 | 18 | 18 | |
| b. Delegating appropriate authority | 2 | 17 | 40 | 23 | 18 | |
| c. Encouraging innovation/ creative thinking | 2 | 13 | 26 | 32 | 27 | |
| d. Permitting open discussion of issues | 3 | 13 | 28 | 28 | 28 | |
| e. Empowering employees to do their best | 3 | 12 | 30 | 31 | 24 | |
| f. Encouraging rational risk-taking | 1 | 8 | 35 | 32 | 24 | |
| g. Creating a work climate where excellence is expected | 2 | 11 | 27 | 28 | 32 | |
| h. Serving the MDT's best interests | 3 | 16 | 36 | 24 | 21 | |
| i. Working together as a team | 2 | 10 | 25 | 28 | 35 | |
| j. Setting and communicating a clear and consistent strategic direction | 1 | 6 | 25 | 31 | 37 | |
| k. Making timely decisions | 1 | 7 | 29 | 28 | 35 | |
| l. Providing effective leadership | 2 | 8 | 28 | 30 | 32 | |
| m. Encouraging and fostering open communication | 2 | 8 | 27 | 28 | 35 | |

| | Don't Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 10. How would you rate your *immediate* manager/supervisor on the following: | | | | | | |
| a. Trusting you to do your job | 32 | 38 | 17 | 7 | 6 | |
| b. Encouraging innovation/ creative thinking | 17 | 32 | 23 | 16 | 12 | |
| c. Empowering you to do your best | 19 | 31 | 29 | 11 | 10 | |
| d. Encouraging rational risk-taking | 11 | 22 | 35 | 18 | 14 | |
| e. Creating a work climate where excellence is expected from all employees | 11 | 23 | 31 | 18 | 17 | |
| f. Emphasizing top-quality products and services | 14 | 29 | 31 | 16 | 10 | |
| g. Being aware of challenges you face on your job | 14 | 26 | 28 | 17 | 15 | |
| h. Letting you know what's expected of you | 14 | 26 | 30 | 15 | 15 | |
| i. Holding people accountable for poor performance | 8 | 19 | 32 | 20 | 21 | |
| j. Dealing fairly with everyone – not playing favorites | 14 | 22 | 21 | 14 | 29 | |
| k. Delegating appropriate authority | 12 | 26 | 29 | 16 | 17 | |
| l. Encouraging open discussion of issues | 15 | 25 | 26 | 16 | 18 | |
| m. Letting you know what kind of job you are doing | 13 | 22 | 29 | 17 | 19 | |
| n. Treating you with respect as an individual | 25 | 28 | 23 | 9 | 15 | |
| o. Being available when you need assistance/guidance | 20 | 27 | 25 | 14 | 14 | |
| p. Listening to your problems and concerns | 21 | 26 | 25 | 13 | 15 | |
| q. Doing something about your problems and concerns | 12 | 21 | 24 | 20 | 23 | |

# Employee Survey Results, continued

| | Don't Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 10. How would you rate your ***immediate*** manager/supervisor on the following (cont'd): | | | | | | |
| r. Giving you the information you need to do a good job | | 12 | 31 | 33 | 15 | 9 |
| s. Setting high but realistic performance standards | | 9 | 31 | 37 | 15 | 8 |
| t. Recognizing and appreciating top performance | | 13 | 26 | 26 | 19 | 16 |
| u. Rewarding top performance | | 7 | 15 | 26 | 26 | 26 |
| v. Encouraging suggestions for improvement from you | | 10 | 22 | 32 | 18 | 18 |
| w. Making you feel like you are important | | 12 | 21 | 28 | 16 | 23 |
| x. Motivating employees to work hard | | 7 | 17 | 30 | 22 | 24 |
| y Making timely decisions | | 10 | 24 | 29 | 19 | 18 |
| z. Giving you e clear understanding of the mission objectives of your work unit | | 9 | 22 | 36 | 19 | 14 |

11. How accurately do you feel you were evaluated by your current manager/supervisor in your last written performance review?

| | |
|---|---|
| 1 Very Accurately | 10 |
| 2 Quite Accurately | 37 |
| 3 Somewhat Accurately | 35 |
| 4 Not Too Accurately | 12 |
| 5 Not At All Accurately | 6 |
| 6 Don't Know/Rather Not Say/ Does Not Apply | |

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 12. Executive management has a sincere interest in the satisfaction and well-being of MDT employees. | | 2 | 12 | 19 | 29 | 38 |
| 13. In general, I think executive management is aware of many of the challenges we face in our jobs. | | 3 | 19 | 16 | 31 | 31 |
| 14. From what I can tell, executive management is doing what it takes to make the MDT successful. | | 2 | 14 | 30 | 29 | 25 |

15. How long has it been since your supervisor formally discussed with you how well you are doing in your job?

| | |
|---|---|
| 1 Within The Last Year | 43 |
| 2 More Than 1 Year Ago But Less Than 2 Years Ago | 14 |
| 3 2 Years Ago Or More | 11 |
| 4 I've Never Had Such A Discussion | 22 |
| 5 I Don't Remember | 5 |
| 6 I'm Too New Here To Have Had One (On The Job Less Than 6 Months) | |

| | Don't Know/Rather Not Say | Not at All Effective | Not Too Effective | Somewhat Effective | Quite Effective | Very Effective |
|---|---|---|---|---|---|---|
| 16. How effective was your last performance review for your ***current*** job in letting you: | | | | | | |
| a Know where you stand | | 7 | 25 | 34 | 21 | 13 |
| b. Know how you could improve your performance | | 4 | 18 | 34 | 25 | 19 |
| c. Know where your strengths are | | 7 | 22 | 31 | 23 | 17 |
| d. Discuss career goals | | 3 | 7 | 16 | 27 | 47 |
| e. Discuss training and development opportunities | | 3 | 10 | 18 | 24 | 45 |

17. I have a clear understanding of how my job performance is judged.

| | |
|---|---|
| 1 Strongly Agree | 9 |
| 2 Tend To Agree | 31 |
| 3 Hard To Decide | 30 |
| 4 Tend To Disagree | 17 |
| 5 Strongly Disagree | 13 |
| 6 No Response/Rather Not Say | |

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| **COMMUNICATIONS** | | | | | | |
| 18. In general, I'm well-informed about what's going on in the MDT. | | 2 | 19 | 19 | 32 | 28 |
| 19. In general, I learn far enough in advance about changes that affect my work. | | 1 | 15 | 19 | 33 | 32 |

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 20. From what I can tell, the MDT does its best to keep us informed of important events and developments that affect the organization. | | 2 | 22 | 20 | 30 | 26 |

21. When the MDT gives out information to you, how do you feel about it?

| | |
|---|---|
| 1 I Always Believe It | 4 |
| 2 I Usually Believe It | 39 |
| 3 I Sometimes Believe It | 42 |
| 4 I Rarely Believe It | 14 |
| 5 I Never Believe It | 1 |
| 6 Don't Know/Rather Not Say | |

| | Don't Know/Does Not Apply | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 22. From what you can tell, how would you rate communicetions between: | | | | | | |
| a. Your work group and other work groups in your division | | 6 | 27 | 36 | 21 | 10 |
| b. Your division and other MDT divisions | | 2 | 14 | 38 | 30 | 16 |
| c. The district offices end Helena headquarters | | 3 | 12 | 40 | 26 | 19 |
| d. Management/supervisory employees end nonmanagement employees | | 2 | 12 | 33 | 28 | 25 |

# Employee Survey Results, continued

## Your Job, Career, and Compensation

| | Strongly Agree | Tend to Agree | Hard to Decide | Tend to Disagree | Strongly Disagree | Don't Know/Rather Not Say |
|---|---|---|---|---|---|---|
| 23. My job makes good use of my skills and abilities. | 13 | 45 | 15 | 16 | 11 | |
| 24. I'm willing to do what it takes to help make the MDT successful. | 43 | 46 | 8 | 2 | 1 | |
| 25. I've got the chance to make a difference at the MDT. | 14 | 26 | 27 | 19 | 14 | |
| 26. The MDT gives me the chance to upgrade my skills and abilities. | 10 | 28 | 22 | 22 | 18 | |
| 27. I've been given the appropriate authority and discretion to do my job. | 13 | 44 | 18 | 16 | 9 | |
| 28. My job title accurately reflects the work I do. | 12 | 42 | 14 | 15 | 17 | |
| 29. The procedures for considering employees for job openings are fair. | 3 | 19 | 18 | 23 | 37 | |
| 30. I can get information about what is required of me to advance at the MDT. | 5 | 24 | 26 | 23 | 22 | |
| 31. I can get information about job openings. | 19 | 55 | 15 | 7 | 4 | |
| 32. From what I have seen in the organization, the most-qualified people are selected when opportunities for promotion come up. | 3 | 13 | 16 | 25 | 43 | |
| 33. The MDT gives me the chance to get the training I need to improve myself. | 7 | 32 | 19 | 22 | 20 | |
| 34. I think my manager/supervisor is interested in helping me achieve my career objectives. | 12 | 32 | 20 | 16 | 20 | |

| | Very Good | Good | Average | Poor | Very Poor | Don't Know/Rather Not Say |
|---|---|---|---|---|---|---|
| 35. How would you rate your opportunity for advancement in the MDT? | 3 | 14 | 28 | 28 | 27 | |
| 36. How would you rate your job security, considering what you know of other organizations? | 14 | 38 | 33 | 9 | 6 | |

37. How would you rate the amount of pay you get on your job, considering your duties and responsibilities?

| | |
|---|---|
| 1 Very Good | 2 |
| 2 Good | 12 |
| 3 Average | 30 |
| 4 Poor | 40 |
| 5 Very Poor | 16 |

| | Much Higher | Slightly Higher | About the Same | Slightly Lower | Much Lower | Don't Know |
|---|---|---|---|---|---|---|
| 38. Compared with the pay of people with similar levels of responsibility within the MDT, I feel my pay is: | 0 | 2 | 38 | 32 | 28 | |
| 39. Compared with the pay of people with similar levels of responsibility in **other** state agencies, I feel my pay is: | 0 | 3 | 22 | 35 | 40 | |
| 40. Compared with the pay of people with similar levels of responsibility in private industry, I feel my pay is: | 0 | 3 | 7 | 23 | 67 | |

41. Given a choice, how much longer would you like to work for the MDT?

| | |
|---|---|
| 1 Less Than 1 Year | 8 |
| 2 1-3 Years | 10 |
| 3 4-10 Years | 22 |
| 4 More Than 10 Years | 6 |
| 5 Until I Retire | 44 |
| 6 Don't Know/Rather Not Say | |

***Answer question 42 only if you circled number 5 in Question 41.***

42. I plan to retire in:

| | |
|---|---|
| 1 Less Than 1 Year | 0 |
| 2 1-3 Years | 7 |
| 3 3-5 Years | 10 |
| 4 5-10 Years | 17 |
| 5 10 or More Years | 66 |

## MDT Style

| | Strongly Agree | Tend to Agree | Hard to Decide | Tend to Disagree | Strongly Disagree | Don't Know/Rather Not Say |
|---|---|---|---|---|---|---|
| 43. My work group does what it takes to help make the MDT successful. | 22 | 51 | 15 | 8 | 4 | |
| 44. My co-workers cooperate with one another to get the work done. | 27 | 46 | 10 | 10 | 7 | |
| 45. In my opinion, the morale among my co-workers is good. | 7 | 18 | 17 | 25 | 33 | |
| 46. The work flow in my work group is well-organized. | 10 | 38 | 21 | 18 | 13 | |
| 47. It seems that work groups within divisions cooperate well with each other. | 5 | 36 | 27 | 21 | 11 | |
| 48. It seems that MDT divisions cooperate well with each other. | 3 | 27 | 32 | 25 | 13 | |
| 49. People in my work group are encouraged to develop new and better ways of doing things. | 6 | 33 | 19 | 25 | 17 | |
| 50. I have the tools/equipment I need to do my job. | 12 | 48 | 12 | 17 | 11 | |
| 51. From what I can tell, decisions within the MDT are made at the appropriate management level. | 3 | 20 | 26 | 28 | 23 | |
| 52. There are things we could do in my work group to make it more efficient. | 29 | 47 | 17 | 5 | 2 | |
| 53. My work group strives to meet the needs of external customers and internal users (other MDT work groups/divisions). | 22 | 50 | 20 | 5 | 3 | |
| 54. In my opinion, my work group has the number of staff it needs to do an excellent job. | 10 | 30 | 12 | 25 | 23 | |
| 55. My work group has a clear sense of its priorities. | 12 | 39 | 22 | 17 | 10 | |
| 56. In my opinion, budget allocations are clearly linked to priorities within my work group. | 10 | 27 | 28 | 21 | 14 | |
| 57. I have enough time to complete all of my responsibilities at a high level of performance. | 9 | 34 | 16 | 24 | 17 | |
| 58. I clearly understand the role(s) of my work group and how my group fits in with the overall organization. | 18 | 49 | 19 | 9 | 5 | |
| 59. I clearly understand the role(s) of other divisions and how they fit in with the overall organization. | 8 | 34 | 30 | 19 | 9 | |

# Employee Survey Results, continued

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 60. Substantial opportunities for improving efficiency and/or effectiveness exist: | | | | | | |
| a. Within my work group | 9 | 37 | 23 | 20 | 11 | |
| b. With other work groups in my division | 8 | 32 | 31 | 20 | 9 | |
| c. With other MDT divisions | 9 | 26 | 36 | 18 | 11 | |
| 61. My work group gets the support it needs from internal MDT service groups (legal, accounting, human resources, public affairs, etc.). | 5 | 31 | 31 | 19 | 14 | |

| | Dont' Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 62. How would you currently rate the MDT on: | | | | | | |
| a. Creating an enjoyable work environment (workload, pace, etc.) | 2 | 16 | 30 | 25 | 27 | |
| b. Having the freedom to try new ideas/new ways of doing things | 3 | 16 | 33 | 29 | 19 | |
| c. Having high standards for our products and services | 5 | 27 | 41 | 16 | 11 | |
| d. Becoming a more structured and disciplined organization | 2 | 16 | 42 | 24 | 16 | |
| e. Having dedicated and active leadership | 2 | 15 | 29 | 27 | 27 | |
| f. Having standard ways for doing routine tasks | 5 | 27 | 40 | 15 | 13 | |
| g. Having a shared vision | 1 | 9 | 34 | 30 | 26 | |

| | Don't Know/Rather Not Say | Very Poor | Poor | Average | Good | Very Good |
|---|---|---|---|---|---|---|
| 63. How would you currently rate the MDT on (cont'd): | | | | | | |
| h. Enhancing employee participation | 1 | 7 | 35 | 36 | 21 | |
| i. Having a workforce that is proud of the MDT | 1 | 9 | 30 | 38 | 22 | |
| j. Having open communication throughout the organization | 1 | 7 | 28 | 37 | 27 | |
| k. Developing and enforcing appropriate cost consciousness | 2 | 13 | 41 | 28 | 16 | |
| l. Developing abilities to increase revenues | 1 | 9 | 47 | 28 | 15 | |
| m. Treating other MDT divisions like "internal customers" | 1 | 14 | 50 | 23 | 12 | |
| n. Having individual accountability for your performance | 3 | 18 | 42 | 22 | 15 | |
| o. Encouraging team performance and behavior | 2 | 13 | 37 | 30 | 18 | |
| p. Establishing a service orientation toward the MDT's customers and constituent groups | 2 | 15 | 58 | 17 | 8 | |
| q. Enhancing organizational effectiveness | 1 | 10 | 37 | 33 | 19 | |

| | Don't Know/Rather Not Say | Strongly Disagree | Tend to Disagree | Hard to Decide | Tend to Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| **The Strategic Planning Project and This Survey** | | | | | | |
| 64. Filling out this survey will help identify strengths and weaknesses within the MDT. | 9 | 34 | 30 | 15 | 12 | |
| 65. I believe that my responses to this survey will be kept confidential. | 22 | 44 | 24 | 6 | 4 | |
| 66. I think the results of this survey will be honestly communicated to us. | 10 | 28 | 30 | 19 | 13 | |
| 67. Management will address many of the important issues identified by this survey. | 2 | 9 | 29 | 29 | 31 | |
| 68. I understand the purpose and objective of the strategic planning project. | 9 | 37 | 32 | 14 | 8 | |
| 69 I believe that my job will change in some way as a result of the strategic planning project. | 2 | 11 | 29 | 29 | 29 | |
| 70. The recommendations resulting from the strategic planning project will be implemented. | 1 | 7 | 36 | 27 | 29 | |

## Demographics

The following questions help us understand how major groups of MDT employees view things. To protect the confidentiality of individual employees, ***results for any individual group will not be produced if the results compromise the anonymity of any employee.***

71. Which of the following best describes your current job? (Select one number.)

| | | |
|---|---|---|
| 1 | Division Administrator And Above | 1% |
| 2 | Bureau Chief And District Engineer | 3 |
| 3 | Other Supervisory Employee | 20 |
| 4 | Engineer | 11 |
| 5 | Non-Engineering Professional | 14 |
| 6 | Technical | 23 |
| 7 | Craftsman | 11 |
| 8 | Clerical | 7 |
| 9 | All Other | 11 |

72. In which division do you work? (Select the **one** number that best identifies the division in which you work.)

| | | |
|---|---|---|
| 1 | Aeronautics | 0.1% |
| 2 | Administration | 6 |
| 3 | Highways - Billings District | 12 |
| 4 | Highways - Butte District | 13 |
| 5 | Highways - Glendive District | 12 |
| 6 | Highways - Great Falls District | 10 |
| 7 | Highways - Missoula District | 12 |
| 8 | Highways - Helena Office | 23 |
| 9 | Human Resources | 1 |
| 10 | Motor Carrier Services | 6 |
| 11 | Office Of The Director (including Public Affairs, Legal Services, and Deputies) | 1 |
| 12 | Planning And Programming | 1 |
| 13 | Rail And Transit | 1 |

73. Answer only if you are in the ***Highways Division*** Are your responsibilities primarily related to:

| | | |
|---|---|---|
| 1 | Maintenance | 42% |
| 2 | Construction | 38 |
| 3 | Other | 20 |

74. How long have you worked for a Division that is currently part of the MDT?

| | | |
|---|---|---|
| 1 | Less Than 1 Year | 7% |
| 2 | More Than 1 Year But Less Than 5 Years | 22 |
| 3 | More Than 5 Years But Less Than 10 years | 19 |
| 4 | More Than 10 Years But Less Than 20 Years | 30 |
| 5 | More Than 20 Years | 22 |

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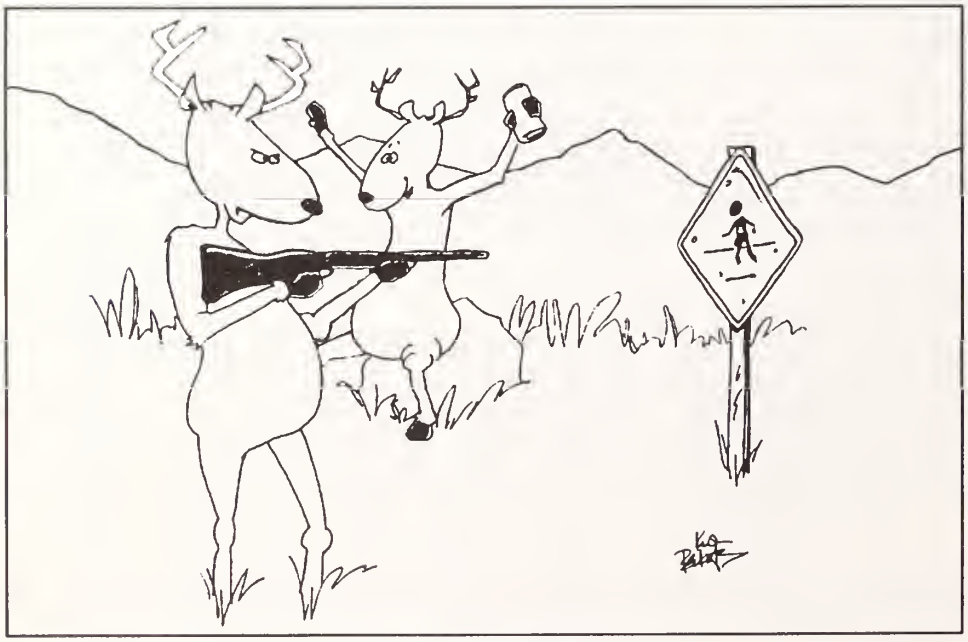
# Phase II Time Line

| Step | July | August | September | October | November | December |
|---|---|---|---|---|---|---|
| **Phase II** | | | | | | |
| 1. Develop Task Forces and appoint Task Force Representatives | ■ | | | | | |
| 2. Develop Employee Teams and appoint team leaders | ■ | | | | | |
| 3. Develop Action Plan objectives & tactics<br>*To be done by Task Forces and Employee Teams (including quantifiable targets, current performance levels, responsibilities, completion dates)* | | ■ | ■ | | | |
| 4. Develop ongoing process for updating and maintaining strategic planning process | | | ■ | ■ | | |
| 5. Discuss draft plan with Advisory Committee | | | | ● | | |
| 6. Steering Committee finalizes plan | | | | | ■ | |
| 7. Begin implementation | | | | | | ■→ |
| 8. Communicate finalized strategic plan to employees, customers, stakeholders and media | | | | | ■ | |
| 9. Monitor progress against plan and make changes as necessary | | | | | | ■→ |



*Animal vandalism*

INTERchange
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